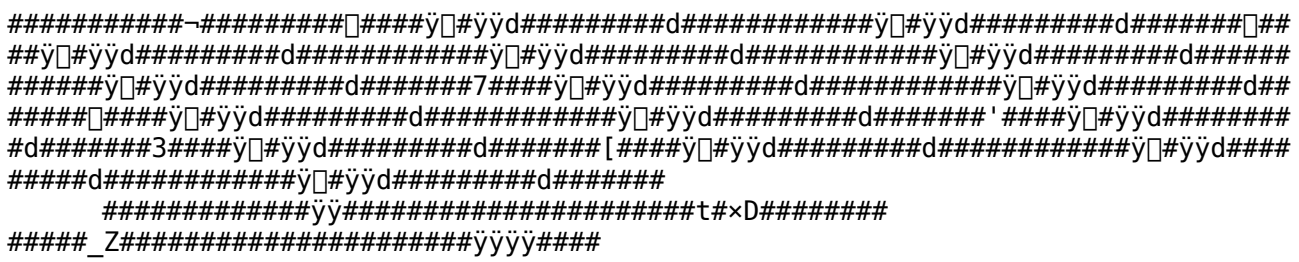

##########ÿ□#ÿÿd#########d#########¬### PRECIOUS RESOURCES ARE OFTEN LOST OR WASTED WHEN MANAGEMENT CONTROLS ARE NOT IN PLACE, ARE NOT EFFECTIVE OR ARE JUST NOT USED. WE OFTEN THINK OF RESOURCES IN TERMS OF DOLLARS AVAILABLE TO PURCHASE THE THINGS THE ARMY NEEDS, BUT RESOURCES ALSO INCLUDE: oo EQUIPMENT   oo REAL PROPERTY   oo PEOPLE   oo THE TIME AVAILABLE TO ACCOMPLISH YOUR MISSION. COMMANDERS & MANAGERS DEAL WITH MGT CONTROLS EVERY TIME THEY ISSUE POLICY, COMPLY WITH POLICY REQUIREMENTS OR EXERCISE OVERSIGHT. WHAT AR 11-2 (MGT CONTROL) ADDS ARE: oo A PROCESS FOR EVALUATING SELECTED CONTROLS   oo A PROCESS FOR DEVELOPING & SUPPORTING THE SECRETARY OF THE ARMY□S ANNUAL STATEMENT

```
########################################ÿ#ÿÿd#########d#########2####©öüW
      t#ÿÿ####ÿÿ####Uÿ·#ÿÿK#########d#########z###HUMAN RESOURCES CONTINUE TO BE
REDUCEDMANAGEMENT CONTROLS ARE     AFFECTEDEXPEDIENCY RULESOVERSIGHT ERODES
EMPOWERMENT
```

```
#*#########)#################################*#########*####ÿ□#ÿÿd#########d####
#####2##□## ÷lû□#d#ÿÿ####ÿÿ####Uÿ·#ÿÿK#########d#########□###ARMY IS REQUIRED
TO:ESTABLISH EFFECTIVE MGT CONTROLSEVALUATE THESE PERIODICALLYSUBMIT A BROAD
ANNUAL ASSESSMENTREPORT, TRACK & CORRECT MATERIAL WEAKNESSES#
```

###ÿÿ#####ÿ#ÿÿd#########d#2#######É###THE FMFIA REQUIRES AGENCIES TO ESTABLISH & MAINTAIN EFFECTIVE MGT CONTROLS THAT PROVIDE REASONABLE ASSURANCE THAT: oo RESOURCES ARE SAFEGUARDED FROM WASTE, LOSS,   UNAUTHORIZED USE OR MISAPPROPRIATION   oo OBLIGATIONS AND COSTS ARE IN COMPLIANCE WITH THE LAW   oo REVENUES AND EXPENDITURES ARE PROPERLY RECORDED & ACCOUNTED FOR THE FOCUS OF THE ANNUAL STATEMENT IS A BROAD ASSESSMENT OF AGENCY CONTROLS & THE MATERIAL WEAKNESSES BEING REPORTED (I.E., THE AGENCYS MAJOR MGT CONTROL PROBLEMS & WHATS BEING DONE TO CORRECT THEM). THE SECRETARY OF DEFENSE SUBMITS AN ANNUAL STATEMENT TO THE PRESIDENT & CONGRESS. THE DOD STATEMENT IS SUPPORTED BY STATEMENTS FROM THE ARMY & OTHER DOD COMPONENTS.A

##########ÿ□#ÿÿd#########d#2#######□###THERE□S NOTHING COMPLICATED ABOUT MANAGEMENT CONTROLS. THEY□RE AN INTEGRAL PART OF EVERY FUNCTIONAL MANAGEMENT PROCESS AND ARE REFLECTED IN ALL POLICY DIRECTIVES. MANAGEMENT CONTROLS ARE THE RULES, METHODS PROCEDURES AND DEVICES THAT MANAGERS USE TO ENSURE THAT THE JOB GETS DONE RIGHT AND TO SAFEGUARD RESOURCES FROM WASTE, LOSS OR MISUSE. THEY□RE THE TOOLS YOU USE TO GET YOUR JOB DONE.□

##ÿ□#ÿÿd#########d#########2##□##yöüûg
ÿ´############U#·#
#K#########d#########û###ENSURE ACCURATE AND RELIABLE MANAGEMENT INFORMATION
ENSURE COMPLIANCE WITH POLICIES, PLANS, PROCEDURES AND LAWSSAFEGUARD RESOURCES
ENSURE ECONOMICAL AND EFFICIENT USE OF THOSE RESOURCESARE NOT AN END - BUT A
MEANS TO AN END...MISSION ACCOMPLISHMENT#

##########ÿ□#ÿÿd#########d#2#######□### MANAGEMENT CONTROLS HELP PROTECT OUR RESOURCES & ENSURE THE QUALITY OF THE INFORMATION USED TO MAKE DECISIONS, BUT THEY HAVE A MORE FUNDAMENTAL PURPOSE. MANAGEMENT CONTROLS ARE NOT AN END IN THEMSELVES, BUT ONLY A MEANS TO AN END - MISSION ACCOMPLISHMENT. THE BOTTOM LINE IS THAT RESOURCES THAT ARE LOST OR WASTED ARE RESOURCES THAT ARE NOT DIRECTED TOWARDS THE ACCOMPLISHMENT OF YOUR MISSION.

```
######## E□pö0ú°#□#########Ô#×Dýÿ##,
×D####%#ûû□ -#############ýÿ##      #####7#Ô#
#Đ#@#9###0#0###@###########l#######2##□##©öLúw#t#ÿÿ####ÿÿ####Uÿ·#ÿÿK#########d##
#######□###KEY ELEMENTS OF NEW      ARMY PROCESSKEY MANAGEMENT CONTROLS
MANAGEMENT CONTROL PLANSMANAGEMENT CONTROL EVALUATIONSASSESSABLE UNIT MANAGERSO
```

###ÿÿ#####ÿ□#ÿÿd#########d#########u### BASED ON THESE ASSESSMENTS, WE COMPLETELY RESTRUCTURED THE ARMY□S MANAGEMENT CONTROL PROCESS. WE HAD THREE GOALS IN DESIGNING THE NEW ARMY PROCESS: oo REDUCE ADMINISTRATIVE BURDEN oo INCREASE COMMANDERS/MANAGERS FLEXIBILITY   oo INCREASE COMMANDERS/MANAGERS ACCOUNTABILITY THE KEY ELEMENTS OF THE NEW ARMY PROCESS ARE DISCUSSED ON THE FOLLOWING CHARTS.#

```
############################################ÿ□#ÿÿd#########d#########2##□##éõ□ü7
#t#ÿÿ####ÿÿ####Tÿl#ÿÿK#########d#########À###A PROBLEM WITH MANAGEMENT CONTROLS:
--  NOT IN PLACE    --  NOT USED    --  NOT ADEQUATEWARRANTS ATTENTION OF NEXT
LEVEL OF COMMAND:    --  FOR THEIR ACTION    --  FOR THEIR AWARENESS
```

###ÿÿ#####ÿ#ÿÿd#########d############# IN DETERMINING WHETHER A PROBLEM IS A MATERIAL WEAKNESS, THERE ARE TWO ESSENTIAL CRITERIA: oo THE PROBLEM MUST BE ONE OF MGT CONTROLS, THAT IS -- THE NECESSARY MGT CONTROLS ARE NOT ESTABLISHED IN POLICY DIRECTIVES OR SOPs -- THE CONTROLS ARE ESTABLISHED, BUT ARE NOT BEING USED -- THE CONTROLS ARE ESTABLISHED & ARE BEING USED, BUT ARE NOT ADEQUATE TO ACHIEVE THEIR PURPOSE oo THE PROBLEM MUST WARRANT THE ATTENTION OF THE NEXT LEVEL OF COMMAND, BECAUSE -- IT MUST TAKE ACTION TO CORRECT THE PROBLEM -- IT NEEDS TO BE AWARE OF THE PROBLEM DECISIONS NOT TO REPORT A PROBLEM AS A MATERIAL WEAKNESS HAVE CITED OTHER FACTORS THAT ARE SIMPLY IRRELEVENT: oo THE PROBLEM HAS ALREADY BEEN REPORTED TO THE NEXT LEVEL OF COMMAND THRU OTHER CHANNELS (E.G., SAFETY OFC) oo THE PROBLEM HAS ALREADY BEEN CORRECTED oo THE PROBLEM WAS CAUSED BY HUMAN ERROR IN MAKING THIS DETERMINATION, THERE ARE OTHER FACTORS THAT CAN BE CONSIDERED -- THESE ARE LISTED IN AR 11-2 & THE HANDBOOK é

```
#7#########7##### ###########7#########7####ÿ#ÿÿd#########d#########2#####©ö#ýW
      t#ÿÿ####ÿÿ####Uÿl#ÿÿK#########d#########$###NEW ARMY MATERIAL WEAKNESSES
IN FY 97:INTELLIGENCE OVERSIGHT (DCSINT)FOREIGN LIAISON OFFICER PROGRAM (DCSINT)
COVER SUPPORT PLAN (DCSINT)MANPOWER REQUIREMENTS DETERMINATION SYSTEM (ASA,M&RA)
ACCOUNTING FOR ARMY WORKING CAPITAL FUND CASH (ASA, FM&C)YEAR 2000 (Y2K)
COMPUTER PROBLEM (DISC4)
```

##########ÿ□#ÿÿd#########Z#(#######□###BOTTOM LINE ON THE NEW MANAGEMENT CONTROL PROCESS: oo REQUIREMENTS HAVE BEEN REDUCED TO THE MINIMUM NEEDED TO:
-- COMPLY WITH OMB & DOD DIRECTIVES   -- SUPPORT THE SECRETARY□S ANNUAL STATEMENT   oo HQDA DICTATES VERY LITTLE: WHAT TO EVALUATE (KEY CONTROLS) & BASIC STANDARDS FOR AN EVALUATION   oo COMMANDERS & MANAGERS NOW DECIDE: -- WHEN TO EVALUATE THEIR KEY CONTROLS   -- HOW THEY EVALUATE THEIR KEY CONTROLS   -- WHO IS RESPONSIBLE (ASSESSABLE UNIT MANAGERS)   oo AS A RESULT, THEY ARE NOW MORE ACCOUNTABLE FOR THE EFFECTIVENESS OF THEIR MANAGEMENT CONTROLSö

```
dup dup setcmykcolor}ndf/setoverprint{pop}ndf/currentoverprint false
ndf/colorimage{pop pop[5 -1 roll/exec cvx 6 -1 roll/exec cvx 7 -1 roll/exec cvx
8 -1 ro#□###&#%###ÿ#ll/exec cvx/cmykbufs2gray cvx]cvx image}%. version 47.1 on
Linotronic of Postscript defines colorimage incorrectly (rgb model only)version
cvr 47.1 le isLino and{userdict begin bdf end}{ndf}ifelse/customcolorimage{
colorexists{aload pop pop 4 array #□###&#%###ÿ#astoresetimagecmyk
currentcolortransfer{ik mul ik sub 1 add}concatprocs 4 1 roll{iy mul iy sub 1
add}concatprocs 4 1 roll{im mul im sub 1 add}concatprocs 4 1 roll{ic mul ic sub
1 add}concatprocs 4 1 rollsetcolortransfer/magentabuf 0 string def/yel#□###&#
%###ÿ#lowbuf 0 string def/blackbuf 0 string def{invbuf dup length magentabuf
length ne{dup length dup dup/magentabuf exch string def/yellowbuf exch string
def/blackbuf exch string def}ifdup magentabuf copy yellowbuf copy blackbuf copy
pop}concatprocs{ma#□###&#%###ÿ#gentabuf}{yellowbuf}{blackbuf}true 4 colorimage}{
pop image}ifelse}ndf/separationimage{image}ndf/newcmykcustomcolor{6 /packedarray
where{pop packedarray}{array
 astore readonly}ifelse}ndf/inkoverprint false
ndf/setinkoverprint{pop}ndf/overprintpr#□###&#%###ÿ#ocess{pop}ndf/setspotcolor
{spots exch get 0 5 getinterval exch
setcustomcolor}ndf/currentcolortransfer{currenttransfer dup dup
dup}ndf/setcolortransfer{systemdict begin settransfer end pop pop
pop}ndf/getcmyk {dup length 4 eq{aload pop}{aload pop #□###&#%###ÿ#spots exch
get 0 4 getinterval aload pop 4{4 index mul 4 1 roll}repeat 5 -1 roll pop}
ifelse}bdf/setimagecmyk{getcmyk/ik xdf /iy xdf /im xdf /ic
xdf}ndf/autospread{pop}ndf/fhsetspreadsize{pop}ndf/fhsetspreadallow{pop}ndf/stro
keopf false def/fill#□###&#%###ÿ#opf false def/R{0 ne /strokeopf xdf}bdf/O{0
ne /fillopf xdf}bdf/filler{fill}bdf/F{fc fhsetcolor fillopf setoverprint false
autospreadgsave /filler load fp grestore false setoverprint}bdf/f{closepath
F}bdf/S{sc fhsetcolor strokeopf setoverprint true#□###&#%###ÿ# autospread
{stroke}fp false setoverprint}bdf/s{closepath S}bdf/B{fc fhsetcolor fillopf
setoverprint gsave /filler load fp grestoresc fhsetcolor strokeopf setoverprint
true autospread {stroke}fp false setoverprint}bdf/b{closepath
B}bdf/setcolorscreen#□###&#%###ÿ# where{pop}{/setcolorscreen{setscreen pop pop
pop pop pop pop pop pop pop}bdf}ifelse/fhsetcolor{dup length 4 eq{aload
overprintprocess setcmykcolor}{aload 1 get spots exch get 5 get setinkoverprint
setspotcolor}ifelse}ndf/settextcolor{dup fhsetcolo#□###&#%###ÿ#rtextblackopf{dup
length 4 eq{onlyk{3 get 1.0 eq{true setinkoverprint}if}{pop}ifelse}{pop}ifelse}
{pop}ifelse}ndf/ka{/fc xdf}bdf/Ka{/sc xdf}bdf/xa{/fc xdf} bdf/Xa{/sc xdf}
bdf/bc2[0 0]def/bc4[0 0 0 0]def/absmax{2 copy abs exch abs gt{exch}i#□###&#
%###ÿ#f pop}bdf/calcstep{ {calcgraysteps}{maxsteps}ifelsetc1 length 4 eq{0 1 3
{tc1 1 index gettc2 3 -1 roll getsub}forabsmax absmax absmax}{bc2 tc1 1 get 1
exch puttc1 gettint tc2 gettintsub abs}ifelsemul abs round dup 0 eq{pop 1}if dup
/nums#□###&#%###ÿ#teps xdf 1 sub dup 0 eq{pop 1}if /numsteps1 xdf}bdf/cblend{tc1
length 4 eq{0 1 3{bc4 exchtc1 1 index gettc2 2 index get1 index subfrac mul add
put}for bc4}{bc2tc1 gettinttc2 gettint1 index subfrac mul addputtint bc2}ifelse
fhsetcolor#□###&#%###ÿ#}bdf/logtaper{/frac frac 9 mul 1 add log def}bdfFHIODict
begin/origmtx matrix currentmatrix def/iminv false def/invbuf{0 1 2 index length
1 sub{dup 2 index exch get 255 exch sub 2 index 3 1 roll
put}for}bdf/cmykbufs2gray{dup length 0 1 3 -1 roll 1 #□###&#%###ÿ#sub{4 index 1
index get4 index 2 index get4 index 3 index get4 index 4 index get255 exch sub
ccmyk ccmyk ccmyk pop 5 mul exch 45 mul add exch 14 mul add -6 bitshift2 index 3
1 roll put}for4 1 roll pop pop pop}bdfend/textopf false def/textblacko#□###&#
%###ÿ#pf true def/curtextmtx{}def/otw .25 def/msf{dup/curtextmtx xdf makefont
setfont}bdf/makesetfont/msf load def/curtextheight{.707104 .707104 curtextmtx
dtransformdup mul exch dup mul add sqrt}bdf/ta{1 index{tempstr 0 2 index put
tempstr 2 indexgsav#□###&#%###ÿ#e exec grestoretempstr stringwidth rmoveto5
index eq{6 index 6 index rmoveto}if3 index 3 index rmoveto}forall
7{pop}repeat}bdf/sts{settextcolor textopf setoverprint/ts{awidthshow}def exec
false setoverprint}bdf/stol{/xt currentlinewidth def setline#□###&#%###ÿ#width
settextcolor textopf setoverprint newpath/ts{{false charpath stroke}ta}def exec
false setoverprint xt setlinewidth}bdf/currentpacking where{pop false
setpacking}if/spots[1 0 0 0 (Process Cyan) false newcmykcustomcolor0 1 0 0
(Process Magenta) fa#□###&#%###ÿ#lse newcmykcustomcolor0 0 1 0 (Process Yellow)
```

###X######d#######p#######x#######ä######## ###ARMY MANAGEMENT CONTROL PROCESS##########RMY#########MIKE PETTY#M#########IKE#########IKE####*###f:\point40\template\clrovrhd\movnglnc.ppt #mg####